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**THE RELATIONSHIP OF CAREER DEVELOPMENT, TRAINING AND
COMPENSATION ON EMPLOYEE PERFORMANCE IN NORTHERN MALAYSIA
LIFE INSURANCE COMPANY**



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**MASTER OF HUMAN RESOURCE MANAGEMENT
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COMPENSATION ON EMPLOYEE PERFORMANCE IN NORTHERN MALAYSIA
LIFE INSURANCE COMPANY**

By



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Master of Human Resource Management**



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Abstract

The purpose of this research is to examine the relationship of career development, training and compensation on employee performance among insurance consultant at Malaysia life insurance company in Northern Malaysia comprise Perlis, Kedah and Penang. The population of this research is 2,244 insurance consultants in five major life insurance industries players in Malaysia and the sample size of this research is 335 respondents among insurance consultant. The research adopts quantitative research method and questionnaire form was utilized to collect the data from the target respondent. In this research, the analysis of the data is using the Statistical Package for the Social Sciences (SPSS). From Pearson correlation analysis, the results of this research are there are positive and significant relationship between the variables with the value of career development is 0.432, training is 0.583 and compensation is 0.538. From this result it can be concluded that training variable have the strongest significant relationship on employee performance in this research. The research theoretical implication this research will assist to an effective and better implementation for future researcher on the factors influencing employees' performance. The practical implication of this research is that it can serve as a guide for organizations to introduce and update existing policies in line with developments in human resource management practices.

Keywords: Career Development, Training, Compensation, Employee Performance, Insurance Consultant, Northern Malaysia

Abstrak

Tujuan penyelidikan ini adalah untuk mengkaji hubungan antara pembangunan kerjaya, latihan dan pampasan terhadap prestasi pekerja di kalangan perunding insurans di syarikat insurans hayat di Malaysia terutama di Utara Malaysia yang terdiri daripada Perlis, Kedah dan Pulau Pinang. Dalam kajian ini, populasi kajian adalah terdiri daripada 2,244 perunding insurans di kalangan lima pemain industry insurans hayat utama di Malaysia dan saiz sampel bagi kajian ini adalah 335 responden di kalangan perunding insurans. Penyelidikan menggunakan kaedah penyelidikan kuantitatif dan borang kaji selidik digunakan untuk mengumpul data daripada responden sasaran. Dalam kajian ini, semua analisis data menggunakan perisian SPSS dan hasil penyelidikan ini adalah terdapat hubungan yang positif dan signifikan antara pembolehubah iaitu dengan nilai pembangunan kerjaya adalah 0.423, latihan dengan nilai 0.583 dan pampasan dengan nilai 0.538. Melalui keputusan ini dapat di simpulkan bahawa pemboleh ubah latihan mempunyai hubungan yang paling kuat dengan prestasi pekerja di dalam kajian ini. Implikasi teori penyelidikan ini akan membantu pelaksanaan yang berkesan dan lebih baik bagi penyelidikan masa depan mengenai faktor-faktor yang mempengaruhi prestasi pekerja. Implikasi praktikal dari penyelidikan ini adalah bahawa ia dapat berfungsi sebagai panduan bagi organisasi untuk memperkenalkan dan mengemas kini dasar yang ada sesuai dengan perkembangan dalam amalan pengurusan sumber manusia. Kata

Kunci: Pembangunan Kerjaya, Latihan, Pampasan, Prestasi Pekerja, Perunding Insurans, Utara Malaysia, Industri

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter presents the background of the study, introduction of the variables, problem statement, research questions, research objectives, significance of the study and key definition of term will also be discussed.

1.2 Background of Study

Since gaining independence in 1957, Malaysia has been able to diversify its economy from its original focus on agricultural produce and commodities and now Malaysia economy has become a major contributor to the manufacturing and services sectors. At present, Malaysia's economic outlook remains strong despite growing uncertainty in the external environment. According to Bank Negara Malaysia Report (2019), states Malaysia real GDP is expected to grow by 4.7% in 2019 and 4.8% in 2020 and this growth was due to the resilience of domestic demand, especially household spending due to the stable labor market, strong economy and low inflation. On the supply side, the services and manufacturing industries will continue to be key contributors to the country's economic growth, as the services sector, driven by trade, information and communications activities as well as the financial and insurance sectors are expected to remain strong in the future (Bank Negara Malaysia Report, 2019).

In the Malaysian financial system environment, various phases and strategic roles in the economy have been played by the players of the financial industry and this role has successfully transformed Malaysia into an economically competitive country on the continent as well as globally. (Fund,

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Appendixes

1. RESEARCH QUESTIONNAIRE



QUESTIONNAIRE FORM

THE RELATIONSHIP OF CAREER DEVELOPMENT, TRAINING AND COMPENSATION ON EMPLOYEE PERFORMANCE IN NORTHERN MALAYSIA LIFE INSURANCE COMPANY

Dear Respondents,

I am the Postgraduate student of Othman Yeop Abdullah Graduate School of Business, University Utara Malaysia and presently doing a thesis on “The Influence Career Development, Training and Compensation Benefits on Employee Performance in Northern Malaysia Life Insurance Company”. I request you to kindly fill the questionnaire below and I assure you that the data gathered shall be kept private and confidential. Please carefully read each statement of the questionnaire and tick the best answer according to your opinion.

Section A (Tick the Answer)

a. Gender:

1. Male	
2. Female	

c. Marital Status

1. Married	
2. Single	

b. Age:

1. 18-25	
2. 26-30	
3. 31-35	
4. 36-40	
5. 40 above	

d. Education

1. SPM	
2. STPM	
3. Diploma	
4. Degree	

e. Year of experience

1. 1-5 years	
2. 6-10 years	
3. 10 years above	



Sincerely

Mohd Hafez Bin Abas

Master of HRM Candidate

Employee performance playing an important role to determine organization success. One strategy to know what the influence of employee performance are is by obtaining feedback from them by using a questionnaire that should have relevant questions aimed at understanding the employees better.

In most cases, employees leave because they are not satisfied with their job. There could be no clear information of employee career development within organization, lack of skills and competence to perform new task and not satisfied with the organization compensation package. The questions should be based on these areas, to find out the employees' sentiments.

Section B

Please answer all questions by circle the answer that best suits you based on the scale below:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Section B1 (Employee Performance)

No.	Items					
1	I always achieve organization standard performance.	1	2	3	4	5
2	I can always resolve the task has been given.	1	2	3	4	5
3	I maintain good attendance record.	1	2	3	4	5
4	I can complete assign job quickly and efficiently.	1	2	3	4	5
5	I can maintain good service standard.	1	2	3	4	5
6	I am familiar with organization rules and procedure.	1	2	3	4	5
7	I always take a proactive approach to settle work issues.	1	2	3	4	5
8	My manager is impressed with my performance.	1	2	3	4	5

Section B2 (Human Resource Management Practices)

	Career Development					
1	I prefer good working environment to advance in my career.	1	2	3	4	5
2	I believe skills and knowledge can help me to improve my capabilities	1	2	3	4	5
3	I believe promotion should align with work experience.	1	2	3	4	5
4	I believe self-confident should be part for career development.	1	2	3	4	5
5	I believe continued training is important for my career development	1	2	3	4	5
	Training					
1	The training programs offered in my organization are good enough.	1	2	3	4	5
2	The duration of training programmed offered in my organization are good enough.	1	2	3	4	5
3	In my organization most of the daily task using technology such as smart phone, tablet etc.	1	2	3	4	5
4	Most of training programmed are provided for all employees.	1	2	3	4	5
5	Training programs are conducted by professionals and experienced managers or trainers.	1	2	3	4	5
6	Employee are aware with the technology advancement in their daily work.	1	2	3	4	5

Compensation and Benefits

1	In my organization, compensation or salary is based on competence or ability of employee.	1	2	3	4	5
2	My compensation is directly linked to my performance.	1	2	3	4	5
3	My organization offered attractive compensation package.	1	2	3	4	5
4	My salary reflects my life.	1	2	3	4	5
5	My organization salary package is good compare with other organization.	1	2	3	4	5
6	Performance determine my salary.	1	2	3	4	5



-THANK YOU-

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DATA ANALYSIS

1. PILOT TEST

a. Employee Performance

Case Processing Summary		
		N
		%
Cases	Valid	30
	Excluded ^a	0
	Total	30
		100.0
		.0
		100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.763	8

b. Career Development

Case Processing Summary		
		N
		%
Cases	Valid	30
	Excluded ^a	0
	Total	30
		100.0
		.0
		100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.767	5

c. Training

Case Processing Summary		
	N	%
Valid	30	100.0
Cases Excluded ^a	0	.0
Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.804	6

d. Compensation

Case Processing Summary		
	N	%
Valid	30	100.0
Cases Excluded ^a	0	.0
Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.799	6

e. Pilot Test Average Alpha**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.869	25



2. RELIABILITY TEST

a. Employee Performance

Case Processing Summary		
	N	%
Valid	257	100.0
Cases Excluded ^a	0	.0
Total	257	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.813	8

b. Career Development

Case Processing Summary		
	N	%
Valid	257	100.0
Cases Excluded ^a	0	.0
Total	257	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.646	5

c. Training

Case Processing Summary

	N	%
Valid	257	100.0
Cases Excluded ^a	0	.0
Total	257	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.724	6

d. Compensation

Case Processing Summary

	N	%
Valid	257	100.0
Cases Excluded ^a	0	.0
Total	257	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.811	6

e. Reliability Test Average Alpha

Case Processing Summary

		N	%
Cases	Valid	257	100.0
	Excluded ^a	0	.0
	Total	257	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.893	25



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3. DISRIPTIVE ANALYSIS

a. Gender

GENDER				
	Frequency	Percent	Valid Percent	Cumulative Percent
MALE	123	47.9	47.9	47.9
Valid FEMALE	134	52.1	52.1	100.0
Total	257	100.0	100.0	

b. Age

AGE				
	Frequency	Percent	Valid Percent	Cumulative Percent
18-25	52	20.2	20.2	20.2
26-30	87	33.9	33.9	54.1
Valid 31-35	50	19.5	19.5	73.5
36-40	53	20.6	20.6	94.2
40 ABOVE	15	5.8	5.8	100.0
Total	257	100.0	100.0	

c. Marital Status

MARITAL				
	Frequency	Percent	Valid Percent	Cumulative Percent
MARRIED	143	55.6	55.6	55.6
Valid SINGLE	114	44.4	44.4	100.0
Total	257	100.0	100.0	

d. Education Background

EDUCATION				
	Frequency	Percent	Valid Percent	Cumulative Percent
SPM	75	29.2	29.2	29.2
STPM	37	14.4	14.4	43.6
Valid DIPLOMA	67	26.1	26.1	69.6
DEGREE	78	30.4	30.4	100.0
Total	257	100.0	100.0	

e. Years of Experience

EXPERIENCE				
	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 YEARS	151	58.8	58.8	58.8
6-10 YEARS	75	29.2	29.2	87.9
Valid 10 YEARS ABOVE	31	12.1	12.1	100.0
Total	257	100.0	100.0	

DESCRIPTIVE ANALYSIS OF EACH VARIABLES

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Performance	257	3.63	5.00	4.7344	.29626	.088
Career	257	3.80	5.00	4.7144	.29446	.087
Training	257	3.50	5.00	4.6796	.31740	.101
Compensation	257	3.50	5.00	4.6582	.37389	.140
Valid N (listwise)	257					



4. PEARSON CORRELATION ANALYSIS

		Correlations			
		Performance	Career	Training	Compensation
Performance	Pearson Correlation	1	.423**	.583**	.538**
	Sig. (2-tailed)		.000	.000	.000
	N	257	257	257	257
Career	Pearson Correlation	.423**	1	.328**	.424**
	Sig. (2-tailed)	.000		.000	.000
	N	257	257	257	257
Training	Pearson Correlation	.583**	.328**	1	.623**
	Sig. (2-tailed)	.000	.000		.000
	N	257	257	257	257
Compensation	Pearson Correlation	.538**	.424**	.623**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	257	257	257	257

** . Correlation is significant at the 0.01 level (2-tailed).



5. MULTIPLE REGRESSION ANALYSIS

a. Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of Estimate
1	0.652	0.425	0.418	0.22596

b. Coefficients

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.294	.267		4.838	.000
1 Career	.209	.053	.208	3.940	.000
1 Training	.357	.057	.383	6.260	.000
1 Compensation	.167	.051	.211	3.313	.001

a. Dependent Variable: Performance

c. Chart

